

BOOKER T. WASHINGTON CENTER
1720 HOLLAND STREET
ERIE, PA 16508

PERFORMANCE ASSESSMENT

Employee's name	<u>James C. Sherrod</u>	Date of Hire	<u>November 1998</u>
Position Title	<u>Executive Director</u>	Length of Time in Position	<u>13 months</u>
Unit	<u>Executive</u>	Program	<u>N/A</u>
Supervisor (Assessor)	<u>Executive Committee</u>	Date of Assessment	<u>January 2000</u>

Performance Assessment Period

- | | |
|--|---|
| * <input type="checkbox"/> 90 days counseling | <input type="checkbox"/> Special Merit Review |
| ** <input type="checkbox"/> 90 days performance assessment | <input type="checkbox"/> Corrective Action Review |
| <input type="checkbox"/> 180 days probation | <input type="checkbox"/> Other _____ |
| <input checked="" type="checkbox"/> Annual Evaluation | |

- * New employees hired on 180 days probation
** Employees hired on 90 days assessment review

Key:	NOT ACCEPTABLE	Weak in performance, does not carry share of work, if performed does not improve can result in disciplinary action up to and including dismissal.
	NEEDS IMPROVEMENT	Not completely up to expectations or standards in all aspects; will have to show improvement to reach satisfactory level.
	ACCEPTABLE	Does a satisfactory job; meets expectations or standards for performance.
	ABOVE AVERAGE	Generally performs all aspects of the job at a level above expectations and standards.
	SUPERIOR / OUTSTANDING	Is excellent in the job; performance is noticeably and usually well above standards or acceptable level. An effective employee who is excelled in performance by few others.
	NOT APPLICABLE (N/A)	Does not apply to the responsibilities of the position.

PERFORMANCE ASSESSMENT		NOT ACCEPTABLE	NEEDS IMPROVEMENT	ACCEPTABLE	ABOVE AVERAGE	SUPERIOR / OUTSTANDING	NOT APPLICABLE	COMMENTS: If rating is "Not Acceptable" or "Needs Improvement," please define
A. QUALITY PERFORMANCE (OVERALL RATING)		<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<ul style="list-style-type: none"> Do it right the first time Deliver on commitments
> Accuracy (assess number & frequency of errors, critical nature of errors)		<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
> Completeness of Assignments (no details left unfinished), timeliness		<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
> Soundness of Conclusions / Good judgement		<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
> Adherence to format and standards		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
> Appearance of finished work		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
ADDITIONAL COMMENTS, IF ANY: <ul style="list-style-type: none"> Pay attention to completeness of assignments on time Sow seeds of trust - by making Staff and others feel worthy - create a climate of trusted communication 								
B. QUANTITY PERFORMANCE (OVERALL RATING)		<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Execution - develop a track record, do everything with a sense of urgency
> Units of output both numbers and variety such as correspondence, reports, budgets, etc.		<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
> Output as compared to expectations		<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
> Ability to complete work accurately and on schedule		<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
ADDITIONAL COMMENTS, IF ANY: <ul style="list-style-type: none"> When you promise - you must deliver. Reach for new ideas - look at each program from the customer's eyes - brainstorming with Staff and Board for new ideas Focus on output - need and improved output 								
C. INTERPERSONAL RELATIONS (OVERALL RATING)		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
> Verbal communication skills face-to-face and on the telephone		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
> Writing skills in communicating instructions, thoughts, and feelings to others		<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
> Ability to work with peers and supervisors		<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
> Emotional control		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
> Does not allow personal activities to adversely affect work or to occur during work hours: (excessive phone calls, conducting personal business, etc.)		<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
> Willingness to do fair share of unpleasant tasks		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
> Courtesy		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	
<ul style="list-style-type: none"> Use "we" instead of "I" when talking about Center accomplishments 								

Rater's Initials: _____

Date: _____

Employee's Initials: _____

Date: 6/5/2000

PERFORMANCE ASSESSMENT		NOT ACCEPTABLE	NEEDS IMPROVEMENT	ACCEPTABLE	ABOVE AVERAGE	SUPERIOR / OUTSTANDING	NOT APPLICABLE	COMMENTS: If rating is "Not Acceptable" or "Needs Improvement," please define
D. DECISION-MAKING (OVERALL RATING)		<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	(1999 Board / Staff) Because of Board / Staff tension, timeliness of required actions suffered
> Ability to exercise sound judgement in decision-making)		<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
> Timeliness of decisions		<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
> Makes appropriate decisions within the scope of responsibilities:		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Cite 2 Examples: #1 <i>Tension between Board and Staff - cliques formed, some begin to exclude others - morale suffered that keeps all from doing their best</i> #2 <i>No past performance evaluation</i>								
E. PLANNING AND ORGANIZING WORK (OVERALL RATING)		<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Meeting deadlines focus on issues rather than on people
> Ability to take care of necessary tasks ongoing and long range		<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
> Meets deadlines / scheduling skills		<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
> Knows what needs to be done and seeks more efficient and effective ways of getting the job done		<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
> Can adapt to new situations / flexibility		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
> Dependability		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	
> Works within parameters of existing priorities		<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
ADDITIONAL COMMENTS, IF ANY: ▪ <i>Measure performance and results against goals, objectives and deadlines</i>								
F. DIRECTING THE WORK OF OTHERS (OVERALL RATING)		<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	There is still room, and a clear need for a decisive management style
> Gives clear, concise instructions and assignments to Staff		<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
> Supervises in line with agency policies and procedures		<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
> Develops and trains staff to reach their full potential		<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
> Recommends suitable staff qualified and capable of handling the job		<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
> Daily actions result in a positive influence on staff		<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
> Equitable delegation and distribution of work		<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
ADDITIONAL COMMENTS, IF ANY: ▪ Employee told several times to clean the front of building (focus on what the customer is looking at)								

Rater's Initials:

Employee's Initials:

Date:

Date:

JCN

6/5/2008

PERFORMANCE ASSESSMENT		NOT ACCEPTABLE	NEEDS IMPROVEMENT	ACCEPTABLE	ABOVE AVERAGE	SUPERIOR / OUTSTANDING	NOT APPLICABLE	COMMENTS: If rating is "Not Acceptable" or "Needs Improvement," please define
G. JOB KNOWLEDGE (OVERALL RATING)		<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
> Know agency policies, procedures, and methods)		<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
> Has technical skills required for the position		<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
> Has non-technical skills required for the position (initiative, drive, supervisory, etc.)		<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
> Understands budget limitations and performs even under severe circumstances		<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
> Ability to perform all duties of the position competently		<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
ADDITIONAL COMMENTS, IF ANY: ▪ Let's fact it - no one likes change - we need more initiative and drive to reposition BTWC.								
H. WORK HABITS (OVERALL RATING)		<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	CREATIVITY Take a deep breath - step back and clear your head, and realize there has been no major changes at BTWC.
> Attitude toward work		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
> Competent care and use of agency equipment and supplies		<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
> Ability to handle confidential material and sensitive matters		<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
> Always willing to help		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
> Displays initiative		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
> Creativity		<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
ADDITIONAL COMMENTS, IF ANY: ▪ Focus on the customer and your staff, maintain your sights on our mission (avoid distractions).								
I. MANAGING RESOURCES (OVERALL RATING)		<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
> Physical Resources (cite one example)		<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
▪ No up-to-date list of our physical resources								
> Fiscal Resources (cite one example)		<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
▪ Remember the past staff and FBI problems and loss of housing program fiscal control								
ADDITIONAL COMMENTS, IF ANY: ▪ Learn to recognize situations that may cause a fiscal resource problem and a loss of control.								

Rater's Initials: _____

Date: _____

Employee's Initials: J-E. 12 Date: 6/5/200

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J. ATTENDANCE (OVERALL RATING)		<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
> Frequency of absenteeism as compared to standards		<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
> Frequency of absenteeism at critical times		<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
> Frequency of lateness as compared to standards		<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
> Adheres to agency policy when absent or late		<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
ADDITIONAL COMMENTS, IF ANY:								
K. SAFETY (OVERALL RATING)		<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>				<u>SAFETY OF OTHERS</u> (Basketball court safety problem) Realize we have a problem and take corrective action.
> Is conscious of his/her own safety as well as the safety of others		<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>				
> Is aware of agency safety policies and workmen's compensation procedures and complies with same		<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>				
ADDITIONAL COMMENTS, IF ANY: ■ <i>Discuss our safety problems and create a strategy that motivates the creative process and provides a safe area for all.</i>								
L. APPEARANCE		<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>				
> Dresses in an appropriate manner for the position.		<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>				
> Personal hygiene and cleanliness		<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>				
ADDITIONAL COMMENTS, IF ANY:								
■ <i>Look at staff dress and keep up-grading our standards.</i>								

Rater's Initials: _____

Date: _____

Employee's Initials: J.C.N.Date: 6/5/2000


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EXECUTIVE COMMITTEE OVERALL RATING:

ACCEPTABLE PERFORMANCE

EMPLOYEE'S COMMENTS

This Performance Assessment has been reviewed and discussed with me and comments, if desired are above or attached.


Employee Signature

Employee Signature

Assessor's Signature

Chairperson Management Committee Signature

6/5/2000
Date

Date _____

Date

Date Received